UCD Michael Smurfit
Graduate Business School

GLOBAL NETWORK FOR
ADVANCED MANAGEMENT

THE FUTURE OF FOOD AND AGRIBUSINESS

BMGT45150

CLASSES MEET VIA ZOOM ON WEDNESDAYS
25th January to 26th April
[Semester breaks 8th February, 9th and 15th March]

1230-1430 GMT / 0730-930 EST / 2030-2230 CST

INSTRUCTOR: PROF. DAMIEN P. MCLOUGHLIN
UCD MICHAEL SMURFIT GRADUATE BUSINESS SCHOOL, IRELAND.

EXECUTIVE IN RESIDENCE: LOICK FENAUX, VP BUSINESS DEVELOPMENT, BRIGHTSEED

COURSE DESCRIPTION

This survey course address the main questions and controversies facing the leaders of global food and agribusiness firms and organisations. The course reaches from the primary producer/ farmer to the consumer and takes a global perspective. While this makes the module of specific interest to those working, or with a specific interest, in the food and agribusiness chain, the range of topics covered and the leadership perspective taken also makes this module one of general interest to those with ambitions in consulting, investment, private equity and entrepreneurship.

LEARNING OBJECTIVES

1. Understand the dynamics of the food and agribusiness supply chain.
2. Evaluate the strategies of key firms in that chain.

3. Address key controversies and leadership challenges of the chain and the actors within it.
4. To build a community of food and agribusiness within GNAM.

PEDAGOGICAL APPRAOCH

- Short lectures from Damien
- Plenary case study discussions
- Commentary from Loick
- Case study guest commentators
- Speaker panels on specific topics
- Student one pagers
- Recorded student presentations of final projects
- Creation of a learning community

COURSE MATERIALS

A student case pack will be available for purchase prior to the course.

Additional reading related to each of the course themes will be made available via the course website.

Students are suggested to have a copy of the following book:

Goldberg, Ray A. (2018) *Food Citizenship*, Oxford University Press, New York.

GRADING

The objective of the assessment process is to establish the level of knowledge and fluency of course participants but also to lay the foundations for a community of knowledge sharing in food and agribusiness themes which will continue after the course is concluded.

Students will be graded based on:

1. Class attendance and participation (20%) At the core of an outstanding MBA experience is the interaction between students in the classroom. It is imperative that you view class not as an opportunity for someone to provide a review of material for you but as a chance to test the ideas and questions that you have formulated during your private study time. Recognising this, a significant percentage of the final grade will be awarded for class attendance and participation. Class participation is measured by the quality of your contribution to the debates that arise in class. You should seek to use quality

preparation and pre-class discussion with your study group to identify specific topics to contribute on as well as important qualitative or quantitative issues that arise. Each comment should seek to move class discussion forward. Isolated, obvious or confusing points should be avoided. Quantity of participation is no indication of quality. Grading will be in three bands:
1: Present, active contributor leading and directing discussions
2: Present, active contributor
3: Present, passive contributor

2. One pagers. (20%) Each student will individual submit a single one page summary on any one of the twelve course themes and make this available to the wider class group 24 hours prior to the relevant class. The purpose of these one pagers is primarily to assist you in preparing class discussion and to provide other students with provocation for discussion and to develop practical skills in analysing the challenges of global food and agribusiness.

   These papers should be provocations for the wider group and reflect some thought on your part about the theme of the week. These provocations will most likely come from your reading of the assigned case and readings and the identification of 2-3 ideas of your own. Diagrams or bibliography do not count towards the one page limit. Grading will be in three bands:
   1: Active review of course materials with evidence of reasonable (given student workload) outside understanding and insights resulting in the generation of 2-3 insights or observations of us to the class group and discussion.
   2: Summary of course materials with good attempt made to integrate materials and present some insights
   3: Summary of course materials

3. Student group questions for speakers (20%) Each participant is allocate to a group. Each group are asked to conduct some background research on the company and/or sector/geography the company operates in and to meet for an hour or so prior to class to prepare discussion questions that could be posed to the CEO guest. Please send your prepared questions to me not less than one hour before class

4. Students presentation video. (40%) Working in groups, ideally with students across the GNAM network, interview 2-3 executives (alumni of GNAM schools are very cooperative and many work in the food and ag sector) on one of the twelve themes of the course. Specifically consider how firms or governments are managing this question to achieve a specific outcome such as food security, market advantage or profitability. Based on your interviews the group should prepare a 15 minute recorded video presentation of your learning from these interviews and the course as a whole. The

presentation documents and recording will be made available to all class members via the class website. The video and presentation to be submitted within one week of the last class on 26th April. Grading will be in three bands:

1: Active selection of interviews to drive insight development related to presentation and module topic. Evidence of materials drawn from outside the module to support analysis. Emphasis on analysis over description. Quality and relevance of insights for class group.

2: Comprehensive review of lessons from interviews and evidence of group working together to develop and present insights on the future of food and agribusiness.

3: Summary of interviews and module learnings

Friends, the class schedule is below. The order of classes is subject to change and one case is to be confirmed. Nicola, Loick and I are working with a global group of speakers and trying to tie everyone in, it is little tricky but we are nearly there. Thank you!

CLASS SCHEDULE AND TOPIC LIST

DATE	TOPIC	CASE STUDY
25th January	1. Introduction to the global food and agribusiness supply chain **Required reading:** Goldberg, R. (2018) 'Future trends and the impact on the global food system', *Food Citizenship*, Oxford University Press, New York, Chapter 10, pp. 1-59. CEO Guide to Food System Transformation, October 2019. World Business Council for Sustainable Development https://docs.wbcsd.org/2019/10/WBCSD_CEO_Guide_to_Food_System_Transformation.pdf Laborde, D et al. (2020) 'COVID-19 risks to global food security' *Science* 31 Jul 2020: Vol. 369, Issue 6503, pp. 500-502	N/A
1st February	2. Scientific research as a driver of global food and agribusiness supply **Required reading:** Goldberg, R. (2018) 'Health and Nutrition', *Food Citizenship*, Oxford University Press, New York, Chapter 1, pp. 1-59. Goldberg, R. (2018) 'Technology-Coding life', *Food Citizenship*, Oxford University Press, New York, Chapter 4, pp. 130-145.	**Required case:** Pairwise (Group 1) **Guest:** Haven Baker, COO, Pairwise
15th February	3. Farm supply in the global food and agribusiness supply chain **Required reading:** Scott, K. (2020) Chapter 4: The Intelligent Farm, *Reprogramming the American Dream,* Harper Business.	**Case:** Alltech (Group 2) **Guest:** Robert Walker, Chief Growth Officer, Alltech.

22nd Feb	4. **Understanding farmers and the underestimation of farming in the global food and agribusiness supply chain** **Required reading:** Goldberg, R. (2018) 'Large-scale farming', *Food Citizenship*, Oxford University Press, New York, Chapter 6, pp. 153-172. Goldberg, R. (2018) 'Small-scale farming', *Food Citizenship*, Oxford University Press, New York, Chapter 7, pp. 153-172.	**Required case:** Carroll Family Farms (Group 3) **Guest:** John Carroll, Co-founder, Carroll Family Farms
1st March	5. **Retailers and distributors: Barrier or enabler in the global food and agribusiness supply chain** **Required reading:** Begley, S., E. Marohn, S. Mikha, and A. Rettaliata, (2020) Digital Disruption at the Grocery store, McKinsey https://www.mckinsey.com/industries/retail/our-insights/digital-disruption-at-the-grocery-store	**Case:** Arcos Dorados (Group 4) **Guest:** Reynaldo Barros, Founder & CEO
8th March	6. **Consumers in the global food and agribusiness supply chain – do they know what they want?** **Required reading:** Smil, V. (2013) 'Possible Futures' in V. Smil *Should We Eat Meat,* Chapter 5, Wiley-Blackwell, London, pp. 177-216. The future of food: Meatless? McKinsey & Co, October 2019 https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/The%20Next%20Normal/The-next-normal-The-rise-of-Alternative-proteins-February-2020-Collection	**Case:** Impossible Foods (Group 5) **Guest:** Adrian Lawlor, CMO
29th March	7. **Strategic topic I: The challenge of challenging global food and agribusiness supply chains** **Required reading:**	**Case:** Blue Nest Beef (Group 6)

	Djanian, M. and N. Ferreira (2020) 'Agriculture sector: Preparing for disruption in the food value chain' https://www.mckinsey.com/industries/agriculture/our-insights/agriculture-sector-preparing-for-disruption-in-the-food-value-chain	**Guest:** Russ Conser, Chief Executive & Impact Officer
5th April	8. **Strategic topic II: Agtech's role in global food and agribusiness supply chains** **Required reading:** Lutz Goedde, Joshua Katz, Alexandre Ménard, and Julien Revellat (2020) Agriculture's Connected future: How technology can yield new growth. McKinsey Quarterly, October https://www.mckinsey.com/industries/agriculture/our-insights/agricultures-connected-future-how-technology-can-yield-new-growth	**Case:** Netafim (Groups 1&2)
12th April	9. **Strategic topic III: The role of China in global food and agribusiness supply chains** **Required reading:** Huang, J. and G. Yang (2017) 'Understanding recent challenges and new food policy in China' *Global Food Security*, Volume 12, March 2017, Pages 119-126. Xu, S-W and Zhemin (2015) China agricultural outlook for 2015–2024 based on China Agricultural Monitoring and Early-warning System (CAMES)', *Journal of Integrative Agriculture, Volume 14, Issue 9,* September 2015, Pages 1889-1902.	**Case:** New Hope Liuhe (Groups 3 & 4) **Guest:** John Simpson, Sales Manager
19th April	10. **Strategic Topic IV: The sustainable future of global food and agribusiness supply chains** **Required reading:** "Origin Green: When your brand is your supply chain", Shelman, M., McLoughlin, D. and M. Pagell. (2016) in *Organizing Supply Chain Processes for Sustainable Innovation*	**Case:** Nestlé: The Worlds largest food company confronts climate change (Groups 5 & 6)

	in the Agri-Food Industry Organizing for Sustainable Effectiveness, Volume 5, 205233 Please review the Origin Green website https://www.origingreen.ie/what-is-origin-green/ Courtney White, C. (2020) 'Why Regenerative Agriculture?', *The American Journal. Of Economics and Sociology,* Vol. 79, Issue 3. PP. 799-812. Newton, P. et al. (2020) 'What Is Regenerative Agriculture? A Review of Scholar and Practitioner Definitions Based on Processes and Outcomes' *Frontiers of Sustainable Food Systems*, 26 October.	**Guest:** Tara McCarthy
26th April	**12. Course review: The future of global food and agribusiness supply chains**	**Guest:** Panel

CASE STUDY ASSIGNMENTS

Case (to prepare) Pairwise

Pairwise discusses the strategic approach of a company aiming to "snackify" fruits and vegetables by using CRISPR-Cas9 gene editing to create nutritious, bite-sized foods that could compete with packaged snacks. The company is confronting a number of challenges, including distinguishing their approach from that of GMO foods, which had a mixed public reception.

Study Questions

1. What are the greatest challenges facing Pairwise in commercializing their products?
2. Do you think their plans for overcoming these challenges are sufficient?
3. What would you do differently to ensure success?
4. What do you think the company is worth?

Case (to prepare) Alltech

Alltech was a Lexington, Kentucky-based producer of supplements for animal feed, with revenues of over $2 billion (projected to reach $3 billion in 2018), sales in 120 countries, 5,000 employees, and 100 manufacturing plants worldwide. For nearly four decades, Alltech had been defined by its focus on innovation and marketing as well as the entrepreneurial spirit and vision of its founder, Dr. Pearse Lyons, who remained intimately involved in company operations and in managing relationships with key customers. This case finds Alltech in the midst of a new growth strategy-downstream integration, specifically buying up feed companies-which marked a stark departure from the company's longtime emphasis on organic growth. The decision to buy feed companies had been controversial within Alltech: feed was a low-margin, rather traditional commodity business, while Alltech earned relatively high margins on products rooted in science and innovation. However, Lyons believed downstream integration would allow Alltech to better communicate with its end customers (farmers), increase sales of its supplements, and help protect the firm from industry dynamics

such as consolidation and cost pressure. Was he right, or should Alltech take a different approach?

Study Questions

1. What are the skills and capabilities that have allowed Alltech to flourish to date?
2. Why are they now buying feed companies?
3. Do you think it is a good idea? If yes, how far would you go with it? If no, how would you grow the company?

Case (to prepare) Carroll Family Firms

The Carroll Family, U.S. pig and grain farmers, needed to decide what to plant, whether to purchase land, emphasize pigs or grain, or other investments. Seven family members across three generations owned and operated Carroll Family Farms (CFF). In Illinois, CFF raised pigs as part of a commodity pork business, grew corn and soybeans to feed the pigs, and used the pig manure to fertilize its crops. CFF also owned a significant farming operation in Brazil that grew soybeans, cotton, and corn, and it provided farm services for other farmers in Brazil. They had low debt, and significant cash flow. CFF faced significant market uncertainties. The U.S. and China were in the midst of a trade war that was impacting the supply, demand, prices, and trade patterns of agricultural products. There was a growing African swine fever outbreak that could kill off a large portion of the world's pig population. The U.S. government paid large, but uncertain agricultural subsidies, and farmland was expensive and rarely available for purchase. How should the Carroll family farmers address these challenges?

Study Questions

1. Has Carroll been successful? Why or why not?
2. Should Carroll change its acreage allocation next year, to grow more corn and fewer soybeans, or the reverse?
3. Should Carroll increase its holdings of Midwestern farmland, reduce them, or keep them steady? What about its landholdings in Brazil?
4. Should Carroll's next major investments be in hogs, in grain, or in both?

Case (to prepare) Arcos Dorados

Arcos Dorados-McDonald's largest independent franchisee, covering Latin America and the Caribbean (LAC)-faced a pandemic that was disrupting the entire consumer foodservice business in 2020. With the exclusive right to own, operate, and sub-franchise McDonald's restaurants in LAC since 2007, the company served over 40 million customers a day at its almost 2,300 restaurants sprawled in 20 markets across LAC, reporting revenues of roughly $3 billion and $291.8 million EBITDA in 2019. Although results for 2020 had looked promising, in late March 2020, governments throughout the region implemented quarantine measures in response to a novel coronavirus disease (COVID-19), affecting the company's normal operations. Forced to withdraw a previously approved 2020-2025 plan for restaurant openings and reinvestments, the company had to focus on a strategy to reduce the impact of the pandemic on the company's finances. Based on its strengths vis-à-vis its competitors, Arcos Dorados' recovery plan hinged on five pillars: i) McDonald's restaurants' reputation for people care and food safety; ii) the company's capabilities to explore new channels for food purchasing and delivery; iii) McDonald's good "value-for-money" perception; iv) a consolidated brand with unique offerings; and v) a sustainable-minded company, with initiatives underway to enhance its brand image. Once the crisis was contained, the company had to draft a new six-year plan, including capital outlays for restaurant openings and reinvestments. Given its current position and strengths against its competitors, should Arcos Dorados grasp this opportunity to pursue an aggressive growth plan? Or, considering the post-pandemic economic downturn expected in the region, should the company come up with a more conservative plan or even contemplate downsizing? How should the plan differ by country?

Study Questions

1. What do the customers of Arcos Dorados want? How is that changing?
2. With respect to sustainability, is Arcos Dorados doing too much? Too little? The wrong things?
3. How does the pandemic alter the landscape for Arcos Dorados?
4. How do decelerating growth, inflation, skewing income distribution individually and together alter Arcos Dorados' environment? How should the company manage these changes?

Case (to prepare) Impossible Foods

Impossible Foods is one of the most buzzed-about players in one of today's biggest trends in food: plant-based meat alternatives and the flexitarian diet. In mid-2016, the Silicon Valley-based company launched its flagship product, a plant-based imitation of ground beef, into the U.S. foodservice channel. The product is now in 17,000 restaurants, mostly in the U.S. but also Hong Kong, Macau, and Singapore. In September 2019, Impossible launched its first grocery product. (This is mentioned in the case but occurs after the case's timeframe.) Impossible does not disclose financials, but it has raised $750 million from investors such as Bill Gates and various venture capital firms. The publicly listed company Beyond Meat, generally considered Impossible's main competitor, had $67 million in revenue in the second quarter of 2019. Impossible's founder and CEO, Pat Brown, started the company out of concern over livestock production's impact on climate change. Impossible's mission is to eliminate human consumption of animals by 2035, and its strategy is to develop and market plant-based foods that are so similar to meat that carnivorous consumers will happily switch. The "magic" ingredient in Impossible's "beef" is heme, the molecule that carries oxygen in blood. In taste tests, some consumers cannot distinguish between a burger made with Impossible's product versus ground beef. Company analyses show its product requiring 89% fewer greenhouse gases, 87% less water, and 96% less land to produce than beef. While seemingly not motivated by profit, Brown believes business success is critical for mission success. This alignment has enabled Impossible to easily raise money to date, but the company is at an inflection point in its growth, and much more capital will be needed to increase production, enter new markets, and launch new meat-substitute products. There is speculation about a potential public offering. How should Impossible fund its growth? What will it mean for a company born in Silicon Valley and fashioned in opposition to "big beef" to become big itself, and potentially accountable to Wall Street? Does the firm need a different profile of CEO to drive its next phase, or would something essential to its success be lost without Brown at the helm? Is Impossible's strategy the right one for pursuing its mission? Is its mission achievable? What level of market share do you believe meat substitutes need to achieve before the incumbent meat supply chain is disrupted ?

Study Questions

1. Globally, what percentage of meat sales will plant-based products represent in 10 years?
2. What percentage of meat sales will they represent in your home region?
3. What will the path look like to get to that level of sales?
4. What do you see as the biggest obstacles to growth for Impossible Foods?
5. How should company leadership deal with these obstacles?
6. Is Pat Brown and the leadership team on the right track?

Case (to prepare) Blue Nest Beef

Study Questions 1. What must be true for Blue Nest Beef to succeed?
2. Why is the relationship with the Audubon Society important to Blue Nest Beef? How could it be extended to be more effective or impactful?
3. What advice would you give to Russ and his colleagues?

Case (to prepare) Netafim

Gaby Miodownik, CEO of Netafim, was preparing to accelerate the Israel-based firm's transformation from a supplier of drip irrigation products into a precision irrigation services firm. Drip technology precisely and uniformly applied water and water-soluble fertilizer to crops, enabling better yields and more targeted use of water and inputs than any other irrigation method. Since its 1965 inception, Netafim had made about 700 billion drippers, the components inside the tubes (driplines) that delivered water under low pressure to the root zones of crops. Netafim's biggest challenge was slow growth in demand. Despite irrigation's benefits—predictable growing schedules, better yields, potentially higher returns, savings of water and other resources, improved sustainability, etc.—most global cropland was not irrigated in 2020, and only 19 million hectares (ha), about 6% to 7% of irrigated land, used drip technology. One issue was the capital and system costs of irrigation. Also, in many markets, the top disincentive to investing in irrigation was the free or low-cost availability of water to farmers. Miodownik saw drip technology as a key tool in meeting the growing global population's food needs with less stress on land and water sources, and in helping governments shore up domestic food security. He also believed trends such as the digitization of farm operations, farmland consolidation, and farmland investment by nontraditional

actors were creating new avenues. Miodownik acknowledged that given Netafim's development phase, attempting to serve too many segments too quickly could backfire. On the other hand, moving too slowly could mean losing a leadership position in the still-evolving next chapter of digitally enabled farm management. On which types of customers, and in which geographies, should Netafim focus its resources? Which opportunities should the company forego, at least for the near term? Where might the backing of Orbia provide competitive advantages, if any? How could Netafim address the barriers to drip-irrigation adoption among its traditional customers and potential new ones?

Study Questions

1. What are the one or two things about Netafim's strategy that you like? What are the one or two things they could have done better?
2. Why is drip irrigation's share of agricultural acreage not higher than what it is? What will increase this share in the coming decades?
3. What will the future of Digital Agriculture look like? Who are likely to be the key players? What role will Netafim have?
4. What should they do going forward? What strategy for which markets? In which order?

Case (to prepare) New Hope Liuhe

In October 2018, LIU Chang (Angela), chairman of Beijing-based New Hope Liuhe (NHL), was considering the strategy of the firm. With $9 billion in sales and a presence in nearly 20 countries, NHL was China's largest animal feed producer and a major pork and poultry producer and processor. The firm also marketed a range of food products to consumers. This case describes NHL's entrepreneurial beginnings, growth, and recent efforts to transform from a feed producer into an integrated agri-food company with an active presence throughout the chicken, duck, and pig value chains. Considerable context is provided on the structure and evolution of these livestock industries in China, the food processing industry, and important issues such as food safety. This background is helpful in enabling students to assess NHL's evolution in scale and scope and consider what (if any) changes should be made to the firm's strategy in the context of this critically important market.

Study Questions

1. How would you characterize the evolution of China's pork and poultry markets over the last decade? How important are the differences between the two?
2. What are the benefits and what are the downsides to vertical integration for New Hope Liuhe? Are these costs and benefits different for NHL than they are for an agribusiness firm in North America or Europe?
3. Are steady but frequent changes in Chinese government regulation helpful or unhelpful to New Hope Liuhe's strategies?
4. What recommendations do you have for Angela LIU?

Case (to prepare) Nestlé: The World's largest food company confronts climate change

Study Questions

1. What is your assessment of Nestlé's strategy for confronting climate change while delivering on its commitments to shareholders?
2. What are Nestlé's biggest obstacles in achieving net zero?
3. Nestlé's purpose and beliefs—its answer to "why we exist"—is "unlocking the power of food to enhance quality of life for everyone, today and for generations to come" (case p. 1). Should this mission be updated? To what?
4. How will future generations view the food industry's actions today with respect to climate action?

Case (to prepare) Babban Gonna: Great Firm

Study questions

1. What is Babban Gona's value proposition? Do you find the business model compelling?
2. How would you assess Babban Gona's approach to raising capital?
3. How should Babban Gona look in 5 years?

INSTRUCTOR BIOS

DAMIEN

Damien McLoughlin is Anthony C. Cunningham Professor of Marketing at UCD Michael Smurfit Graduate Business School in Ireland. Since 2014 he has been a visiting professor of marketing at the Stern School of Business at New York University and was previously a visiting professor of marketing at the S.C. Johnson Graduate School of Management at Cornell University (2004) and the Indian School of Business (2007). For more than 15 years Damien's research and teaching has specialized at the intersection of strategy and agribusiness, he is one of a very small number of professors globally with this expertise. Since 2011 Damien has contributed to the Harvard Business School Agribusiness seminar, originally as an instructor and as a researcher. Recent contributions have been C-suite case studies of Tyson Foods, and Bayer Crop Science, Zoetis and ADM. Damien has also delivered executive programmes in agribusiness at both Purdue University and IMD in Switzerland. Damien has published more than seventy papers and two books on strategy and marketing issues. He has also written more than thirty case studies dealing with issues facing senior leaders in the food and agribusiness supply chain, covering all geographies and major sectors.

Damien has a long track record and expertise in the design of in-company executive programs and senior leadership retreats, both face to face and online, for food and agribusiness firms. Since 2010 Damien has designed and led talent development programs for more than 600 executives on behalf of the Irish Food Board (Bord Bia) in the areas of sustainability, business development, market diversification and retail/food service account management. For the past 15 years he has designed and led the Alltech Mini MBA, a unique four-year program preparing Alltech executives for progress to senior leadership roles. Damien's wider client list includes some of the worlds' leading organizations: Agricultural Bank of China, Aurivo, Bunge, Charoen Pokphand Group (CP), Dairygold, Danish Crown, Dawn Farm, DeLaval, Dogpatch Labs, HelloFresh, FAO, Kerry Group, McDonalds (global), New Zealand Beef & Lamb, Normet, OSI (Europe), Rabobank, Ridley, Smurfit Kappa Group and Zespri. Damien has also worked with a number of other firms including Allianz, Bobst, EY, Eversheds, Google, Hewlett-Packard, ICON, Independent News & Media, Microsoft and Ryanair.

An experienced board member, Damien has served several public and private sector organisations as a director and consultant. In 2014 Damien was appointed to the board of Bord Iascaigh Mhara, the body responsible for innovation in the Irish sea fisheries sector, a post he held until 2020. In 2021 Damien joined the board of Kepak, one of Europe's largest food firms.

Damien holds a Bachelor of Business Studies degree from Dublin City University, a Master of Business Studies degree from University College Dublin and PhD in Marketing from Lancaster University (UK).

LOICK

For more than 10 years, Loick has been working in the food industry and more specifically at major food-ingredients manufacturers. He started off in Sales & Business Development and grew into leading entire divisions. While working with these leaders of the industry in multiple regions of the world, Loick developed not only a wide network but also a deep understanding of the food industry value chain. He helped optimize and innovate that value chain by using his strong technical product understanding, his focus on Health & Nutrition and his vision of what the food consumer of the future will look like.

Loick has a Master degree in Biological Engineering with a focus on Food Technology from the VUB in Brussels and obtained an MBA from Yale University.

Outside of work, Loick loves to mentor food-startup founders but mostly travels around the world to find idyllic surf spots with his lovely wife and son.